

## **APPENDICES**

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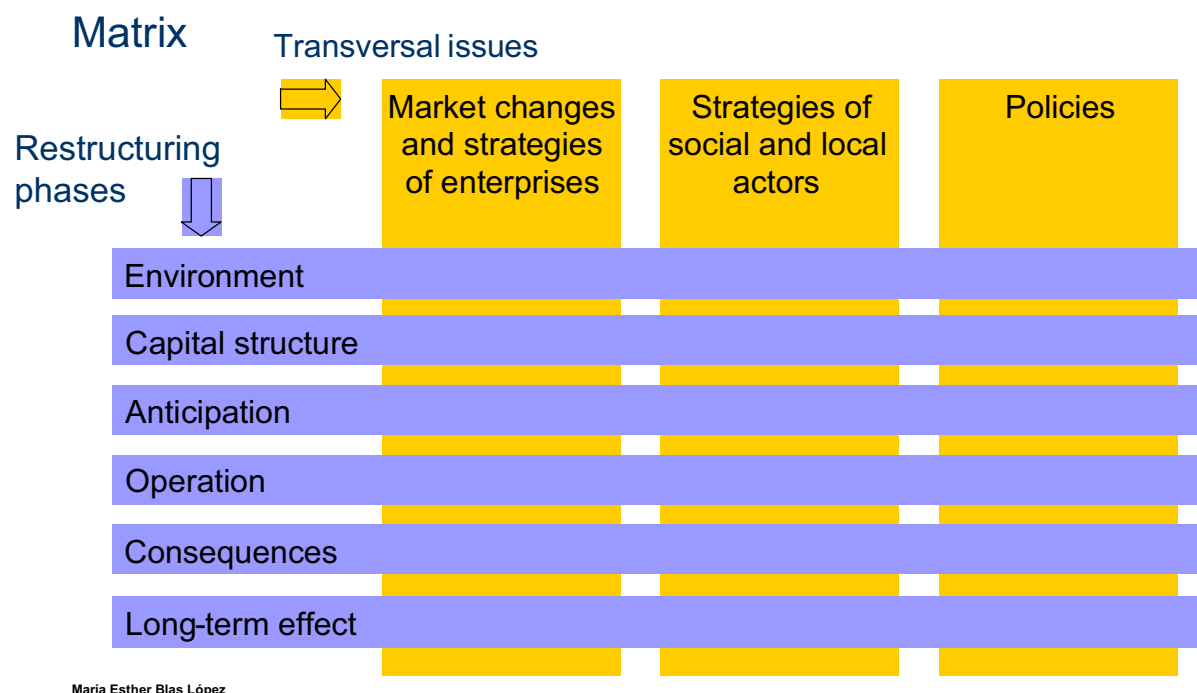
## **Appendix 1 - Methodologies and how the documentary base works**

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A **documentary base** was set up from an analysis of key words used for a pluridisciplinary and European analysis of restructuring, put together solely from research published from 1966 to 2007, in English and French. It covers 470 studies, catalogued by key words<sup>408</sup>. This was the work base for carrying out the theoretical studies and was inspired by the enclosed matrix.

**Explanatory table on the methodology by which the key words were chosen which are the basis for the working of the documentary base**



This reference table was drawn up to structure the carrying out of the case studies and the theoretical contributions. It has two dimensions:

- in the **vertical dimension** the various phases/stages of restructuring are detailed;
- in the **horizontal dimension** the thematic questions are included

This table allows the various studies to be localised within the transversal dimension. The aim is to analyse the social dimension of restructuring in close connection with other key questions regarding reorganisation, which can just as well be linked to competition policy and Europe, State aid, industrial policy, the use of structural funds or taxation policy.

<sup>408</sup> Result of the project on the basis of the *End Note* software program, supplied to the European Commission.

**Explanatory example of its structure and its interaction with the key words used as the basis for the working of the documentary base:**

### Structure générale de la matrice des mots-clés

	Variation liées au marché et stratégies économiques des entreprises	Stratégies des acteurs	Politiques publiques
Environnement de la R.			
Structure du capital			
Anticipation de la R.	1	2    3	4    5
Opération de R.			
Conséquences de la R.			
Effets à long terme de la R.			

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## Mots-clés

1

	Variation liées au marché et stratégies économiques des entreprises
Environnement de la R.	Globalisation - Financiarisation - Européisation - Bourse - Finance - Euro-zone
Structure du capital	Bourse - Finance - EMU
Anticipation de la R.	Spécificité du secteur (...)
Opération de R.	Economie - Dérégulation / marchés - Stratégies entreprises / marché (global, européen, national)
Conséquences de la R.	Emplois / chômage / UE / bassin d'emploi - Qualité des entreprises - Employabilité - Nature des contrats - Consommateurs
Effets à long terme de la R.	Types de changements - Flux des capitaux UE - Mobilité entreprises - Investissements - Bourse

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## Mots-clés

2

	Les stratégies des acteurs (1/2)	
	Management	Organisations syndicales et Comités d'entreprises (élus)
Environnement de la R.	États Membres - Spécificités	Représentation (par pays) - Niveaux / mécanismes - Syndicalisation / négociation
Structure du capital	Gouvernance (modes) - Décision (structure)	Capital v. mode d'action
Anticipation de la R.	Anticipation (juridique / culturel) - Organisation / production	Information - Consultation - Négociation - Accords
Opération de R.	Stratégies	Acteurs - Information - Consultation - Négociation - Action / Autorités de la Concurrence - Actions / Acteurs publics - Actions collectives
Conséquences de la R.	Objectifs poursuivis - Pilotage	Plan social - Négociation - Alternatives (éco / politiques) - Judiciarisation
Effets à long terme de la R.	Réorganisation / Production - Effets sur emplois - Changement de culture	Nouvelles revendications - Actions

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## Mots-clés

3

	Les stratégies des acteurs (2/2)		
	Syndicats européens	Comités d'entreprise européens	Autres
Environnement de la R.	Secteur - Existence	Multinationales - Accords - Fonction - Compétence - Impact concret	Experts
Structure du capital	Interactions	Liens / outsider	Audit
Anticipation de la R.	Actions spécifiques - Coordination négociation	Compétence CEE - Anticipation (Information, négociation, action)	Audit - Expert
Opération de R.	Coordination - négociation	Coordination - Négociation - Actions / absence d'action	Audit - Expert
Conséquences de la R.	Acteurs publics - Actions collectives européennes	Alternatives - Définitions - Groupe - Rôle - Négociation	
Effets à long terme de la R.	Syndicats secteur - Mutations acteur syndical - Européanisation - Internationalisation	Fonction information et négociation - Fédérations Internationales - Politique sociale transnationale / groupe - Nouvelle architecture Acteurs / actions	

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## Mots-clés

4

	Politiques publiques (1/2)	
	Territoire sub-national	Politique nationale
Environnement de la R.	Acteurs territoriaux - politique industrielle sectorielle - Acteurs / bassin d'emplois - Rôle régions / Länder	Institutions nationales - Dispositifs légaux
Structure du capital		Autorités financières / contrôle des flux - Fiscalité - Structure sociétaires - Recapitalisation
Anticipation de la R.	Evaluations régionales - Pactes territoriaux - Mesures d'anticipation locales - Mesures d'attractivités	Mesures obligatoires - Information / Consultation - Autorisation - Droit des sociétés - Acteurs territoriaux (formation)
Opération de R.	Liens / actions coordination avec acteurs locaux sur décision / traitement - Négociations territoriales	Dispositifs légaux en : droit des sociétés - droit du travail - droit fiscal - droit de la concurrence
Conséquences de la R.	Mesures sur bassin d'emploi sur région - Diversité / diversification	Cadre législatif - Politique reconversion - Employabilité / capacités - Plan de sauvetage national
Effets à long terme de la R.	Revitalisation des bassins d'emploi - Modification sur structures de l'emploi - Politique industrielle régionale	Libéralisation : activités réglementées / investissements étrangers - Limitation oui/non délocalisations - Evolution : politiques industrielles / sectorielles - Politiques de l'emploi / chômage / travail

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## Mots-clés

5

	Politiques publiques (2/2)	
	Politique communautaire - Modèles de régulation U.E.	
Environnement de la R.	Marché intérieur - Libertés économiques - Dimension sociale - Nouvelles régulations - Elargissement	
Structure du capital	Flux des capitaux - Mobilités sociétés	
Anticipation de la R.	Aides d'état / subventions - Libéralisation marchés - Harmonisation fiscale - Politique d'attractivités régionales	
Opération de R.	Directives : droit des sociétés / droit fiscal / Marché intérieur Rôle : autorités de la concurrence / incidence des juridictions de la concurrence	
Conséquences de la R.	Méthode ouverte de coordination - (4 piliers / objectifs) - orientations communes / dialogue social - Directives sociales/ marché intérieur	
Effets à long terme de la R.	Effets des choix de régulation - Méthode ouverte de coordination / dialogue social - Règlements / directives - Construction de la politique industrielle européenne - Réponse à la globalisation sur marché européen	

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## **How the documentary base works and its use**

### **Reminder of the context: purpose of the bibliographic database**

In the context of the AGIRE project it was decided to build a bibliographic database (DB) with the aim of easing access to relevant information, which would ease the development of the project as a whole and initially the drafting of the theoretical studies.

Later on, this database was structured around the results of the theoretical analyses and case studies which were crossed throughout the project. The proposal made was the following: organise the database not only using key words targeted on the crossed methodology (see table on the methodology), as we have done until now, but also by the various points dealt with in the theoretical framework resulting from the Agire project (page 1 of chapter I of the report), which includes in particular the introduction to the 3M rule in the structure of the database; and also the most representative key words in the remaining chapters, especially that on anticipation and that on the European policies.

In its current state, the DB numbers over from the research published from 1966 to 2007, in English and in French. It covers 470 studies, catalogued by key words<sup>114</sup>. This DB was supplemented and updated throughout the project. **The DB includes all the papers produced throughout the project and it has been updated with the latest studies, articles and scientific books published in the last year, as well as all the community regulations on the subject (*hard and soft law*) and the case studies.**

### **Methodology of the Documentary base**

In principle, the research and the characterisation of the bibliographical resources used a series of key words covering all the aspects of restructuring, both in their vertical dimension (stages over time) as in their horizontal dimension (transversal themes). These two dimensions appear clearly in the table regarding the crossed methodology worked out by Marie-Ange Moreau.

This methodology was very useful at the start of the creation of the data base, but throughout the project key words inspired by the various aspects dealt with in chapter I of the final report were added (see pages 1 and 2 of the report).

The 3M rule also allowed us to structure the database: multi-dimensional, multi-level and multi-actor.

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<sup>114</sup> Result of the project on the basis of the *End Note* software program, supplied to the European Commission.

## **Description of the format of the resources**

The accessible articles and documents (over the Internet, the DBs of the IUE etc) were downloaded and saved in the form of PDF documents. In other cases, the link to the document –when this exists and it is usually the case- was also added to the DB.

- Each document was named under the following form "NAME\_year.pdf"
- Where several articles by the same author were published in the same year, a letter was added "NAME\_year\_a.pdf".
- Where the article is not available, it has however been entered into the database, but it is registered as being unavailable.
- The key words have been highlighted in the bibliography.

Each article is summarised as precisely as possible by the researchers. Where names of companies are quoted in the article (examples, case studies), these names appear in the summary and/or in the key words.

- Where an abstract was available, it has been directly incorporated into the DB.
- For books, their architecture (chapter names) appears in the summary.

An assessment marking system was set up with the aim of making access to the most relevant documents easier for each participant to the project. A scale of 1 to 3 stars was used:

## **Using the DB**

The DB can be consulted using the software program END NOTE. This program works like a search engine which, depending on the descriptors (key words) that are entered, identifies the most relevant resources for your request.

## **How to use the database: Practical demonstration**

ENDNOTE displays the references by displaying the various fields: author of the article, year of publication, title of the document, resource category (book, article, etc). It is possible to indicate yourself which fields you wish to see appear as well as their order. To do this, you need to go to:

EDIT > PREFERENCES > DISPLAY FIELDS

... then choose the fields to display according to your preferences.

For example: KEYWORDS (you can see the various key words which identify the document), NOTES (you can see the assessment marking of the document), URL (the link which leads you to the document), ABSTRACT (you find the summary of the document).

If a reference is of interest to you, you simply need to double-click (or hit "return" on the keyboard): ENDNOTE then opens a separate window in which the exhaustive information about the reference in question will appear.

At IUE, IUE researchers have been given the responsibility for updating the DB throughout the project.



## **Appendix 2 – Questionnaire for the case studies**

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This questionnaire must be completed by the consultant/advisor after having interviewed the players of the restructuring. Its purpose is to indicate which problems should be discussed, and as such must serve as a guide to drawing up the more detailed report (20 to 30 pages), but it is also important in itself. The responses of a "yes/no" type can be developed in order to shed more light on certain points. The questionnaire must be understood in connection with the document presenting the objectives of the research.

The key questions are underlined (in blue or black).

Where this is possible and is of interest, the relevant documents (collective agreements, codes of conduct etc) must be enclosed with the report.

## **1. Describe the main aspects of the economic environment in which the company or group is involved as well as the main changes in this environment**

### **1.1 In which sector does the business work?**

Please use the NACE codes shown on the enclosed document.

### **1.2 What are the main features of this sector?**

- In the company's country, is this sector expanding or declining?  
Yes, significant expansion/Yes, medium expansion/stable sector/declining
- Is it characterised by important technological changes?  
Yes/No, modest changes/No, few technological changes
- Is the sector characterised by organisational or frequent structural changes (e.g. mergers, new competitors), or by a process of continuous change?  
Yes, mainly/ Yes, to a lesser extent/No
- Have new regulations been recently introduced?  
Yes, at the level of the EU/Yes, at the national level/No  
(If yes, please describe briefly their effects)

### **1.3 How is the company organised?**

- How many sites does the company have?  
Within the country  
In the remainder of the EU  
In the rest of the world
- Where is the company carrying out the restructuring located?  
Please indicate the NUTS code

- Is the company a subsidiary or a branch of a larger company?  
Yes, it's head office is in the same region/in another region of the country/ in another country of the EU/in a country outside the EU
- Does the company have a policy of sub-contracting or outsourcing?  
Yes, for a large part of its production/yes, for a small part/ no, minimal or inexistent sub-contracting
- Is the sub-contracting carried out by:  
Companies in the same country? companies located in other countries of the EU/ companies located outside the EU?

#### **1.4 How is the company positioned on the market**

- Is the company:  
The leader on the world market? the European market? the national market? the regional market?  
One of the few companies on the market? one among many companies on the market?
- Is the company mainly a sub-contractor for other companies?  
Yes/No

#### **1.5 What are the characteristics of the employees?**

- How many people does the business employ?  
Please indicate the approximate number
- How many people are employed by the group?  
Please indicate the approximate number
- What proportion of the staff is female?  
Please indicate an approximate percentage.
- What proportion of the staff is over 50 years old?  
Please indicate an approximate percentage
- How many staff are affected or could be affected by the restructuring operation?  
Please indicate the approximate number
- What is their level of qualification?
  - How many are lowly qualified? Please indicate an approximate percentage
  - How many are highly qualified? Please indicate an approximate percentage
  - How many hold a university diploma or an equivalent diploma? Please indicate an approximate percentage
- Do the affected staff have the qualifications or skills needed on the local jobs market?

Yes, mainly/ Yes, to a lesser extent/No, not really

### **1.6 How is staff representation organised in the company?**

By a union/by another body/No organised representation

- What proportion of staff belong to a union?  
Please indicate an approximate percentage
- How many unions are there in the company?  
Please indicate their number.
- To what extent do the unions work together?  
To a large extent/to a lesser extent/Little or not at all
- Is there a works council?  
Yes, it has a strong influence on the policy of the company/Yes, but it has not influence/No
- Is there a European works council or another transnational body?  
No/If yes, please state the name and its role

### **1.7 Has there been other significant restructuring of the company in the recent past?**

Yes, merger, take over, acquisition/Yes, downsizing of the company/ Yes, increase in the use of sub-contractors/ other changes (please indicate which)

- What are the main reasons or justifications for the restructuring?  
For example, is it linked to a change in the activity of the company/change in production/operational reasons? Is it linked to an objective industrial decline? To existing social conflicts? To the reactions of staff or unions confronted with economic changes? To opposition to restructuring by staff representatives in the courts?
- According to the management? (please describe briefly)
- According to staff representatives? (please describe briefly)
- According to the person replying to the questionnaire (if different)

## **2. Describe and explain the restructuring process (the main underlying factors, the various forms and stages of the restructuring process)**

### **2.1. Over what period of time did the restructuring process take place?**

Month the restructuring started/Month the restructuring finished.

## **2.2 What is the form of the restructuring?**

Internal reorganisation/increase resort to sub-contracting/a rationalisation following a merger, take over or acquisition/de(re)localisation into a different region of the same country/delocalisation into one of the members of the "Europe of 15" / Delocalisation into a new member country or candidate country for admission / delocalisation outside the EU / other (please state)

## **2.3 How was the restructuring carried out?**

Compulsory redundancies / voluntary redundancies / early retirement of the oldest employees / by not replacing those leaving (please indicate, as a percentage, the approximate relative proportion for each category).

Please briefly describe any other significant consequence of the restructuring (such as a change in working contracts, resorting to using temporary staff, new training for staff remaining within the company)

## **3. Describe the system implemented in the company or group for anticipating change and decision-making**

### **3.1 Was it possible to predict the restructuring, on the basis of what information and which strategies?**

Please describe briefly and explain where needed the various stages.

### **3.2 Was there a system, mechanism or procedure for anticipating the change and planning for it?**

Yes, please briefly describe / No, please explain why (if possible).

### **3.3 Were the employees or their representatives involved, directly or indirectly in this system?**

Yes (please describe briefly)/No

### **3.4 Were other interested parties involved?**

Yes (please describe briefly)/No

**3.5 Do you think that the company could have taken measures in order to avoid the restructuring (for example a better strategy for anticipating or planning management/ a better commercial policy/ greater efforts for developing export markets/quicker taking on of new technologies/ greater efforts for limiting costs/ a more aggressive strategy against take over bids etc)?**

Yes (please describe briefly)/No

**4. Describe the relationship between the main players involved in the management and running of the restructuring (shareholders, the group's senior management, the local management etc), and their relationship with the other players of the restructuring process**

**4.1 How is the management of the company structured?**

Please describe briefly

**4.2 What is the degree of autonomy of the local management vis-à-vis the senior management of the group, regarding decision-making on site?**

Great/Limited/Slight or inexistent

**4.3 Have there been changes in the organisation of senior management in the last three years?**

Yes (please describe briefly)/No

**4.4 What is the influence of the shareholders on the decision-making process?**

Greater than normal/ normal or medium / less than normal

**4.5 What is their role in the restructuring, and how is it shown?**

Great (Please describe briefly / Limited or inexistent

**4.6 Are other interested parties, such as suppliers, customers or banks involved in a significant way in the restructuring?**

Yes (please describe briefly)/No

**4.7 Does the company or group have a specific social culture (e.g. in the case of an American or Japanese multi-national)?**

Yes (please describe briefly)/No

**4.8 Does the company or group appear to attach a particular importance to their social responsibilities in regard to their staff?**

Yes, a very market importance (please describe briefly) / Yes, but not more than is normal / No

**4.9 Does the company have a policy of social responsibility?**

Yes (please describe briefly)/No

**5. Description of the relation between the representatives of the staff and the management of the company and of their role in the restructuring**

**5.1 To what degree are the unions or the representatives of the staff involved in the running of the company, and what is their influence on decision-making?**

Great (please describe) / some involvement of influence / little or no involvement or influence

**5.2 Has the (nature or degree of) influence changed in the last few years?**

Yes (please describe briefly)/No

**5.3 Is the European level important?**

Yes (please indicate for which players and which policies)/No

**5.4 Do the unions have a response or coordinated position regarding the restructuring?**

Yes, at a local level (please describe briefly) / Yes, at the level of the group (please describe briefly) / Yes, at the European level (please describe briefly)/ No

**5.5 Can the unions take part in negotiations regarding the restructuring?**

- Yes, regarding its very existence.
- Yes, regarding its form and extent
- Yes, regarding its social consequences and the measures taken to reduce them

**5.6 At what level have the negotiations mainly taken place?**

At the local level/ at the national level of the group or the company / at the international level of the group

**5.7 Is there a legal framework relating to restructuring?**

- Is restructuring subject to legal and regulatory constraints or to collective agreements regarding the procedure to be followed?

Yes (please describe)/No

- Is this agreement applicable at the local level? / national? / European?

- Is there a code of conduct containing the provisions applicable to restructuring?

Yes (please describe)/No

- What aspects of the restructuring process are concerned by legislation / the collective agreement?

Please describe (regarding for example the notice given/the consultations to take place/ the form of the restructuring/ the measures which are associated with it)

**5.8 What has been the attitude of the unions in response to the restructuring?**

Please describe briefly the main aspects of the position of the unions

**5.9 Have other "interested parties" to the restructuring ("stakeholders") been involved in the restructuring process to support or oppose the union/staff representatives?**

Yes (Please state which and in which way)/No

**5.10 Have there been difficulties relating to the coordination of the action of the various parties involved in restructuring (such as the action of the unions and that of works councils, or the action of the unions and that of the public authorities)?**

Yes (please describe briefly)/No

**5.11 How were these difficulties overcome?**

By mediation (Please describe briefly)/ By other means (please describe which ones)/ They were not overcome

**5.12 What was the role of experts in the management of the restructuring?**

- At the level of the senior management of the company
- At the level of staff representation

- At the European/international level

**5.13 How have the representatives of the staff managed their communication? at the internal level and at the external level? Was this an important factor in the restructuring process?**

**6. Describe the role of public authorities in the restructuring process**

**6.1 Were the public authorities contacted, and did they take part in the restructuring process?**

Yes, the management of the company contacted them to get their assistance/ Yes, they intervened on their own initiative / No

**6.2 Which public authorities took part?**

European/ national/ regional/ local authorities

**6.3 At what stage of the restructuring process did they intervene?**

At the start of the process / during the process (please describe) / not before the end of the process

**6.4 What was the purpose of their intervention?**

Please describe (for example mediation / grants / assistance in preserving or seeking of jobs / reductions in the social consequences of the restructuring / programme for attracting investment and creating jobs in the region)

**6.5 Did a specific process of social dialogue based on the territory take place in the region?**

Yes (please describe the characteristics and the players) / No

**7. Describe the restructuring process and assess the social consequences**

**7.1 Was a specific procedure for the restructuring followed in order to reduce the possible social consequences?**

Yes (please describe the main characteristics, for example the supply of information, consultation, drafting of a social plan)/No

**7.2 Did the procedure which was followed contain some "innovative" aspects?**

Yes/No

**7.3 If yes, in relation to which aspects of the procedure?**

(The consultation procedure/ parties involved / form of the restructuring / measures associated with the restructuring / action intended to deal with the consequence of the restructuring).

**7.4 What was the form of these innovative aspects?**

Please describe.

**7.5 What was the effect of these innovative aspects?**

Please describe (for example fewer job losses, increase in the chances of finding another job, through training, advice, assistance, job seeking measures).

**7.6 Were more conventional / less innovative measures used to reduce the effects of the restructuring?**

Yes (Please describe)/No

**7.7 Did the law, regulations or the collective agreements play a role in deciding on the measures taken to deal with the consequences of the restructuring or their application?**

Yes (please describe)/No

**7.8 If yes, in relation to which aspect in particular?**

Please describe briefly

**7.9 Were the measures taken extended to a wider action in the surrounding area or the region?**

Yes/No

**7.10 What was the form this action took?**

Please describe (for example, the drawing up of a regional development plan, increased support from the public authorities)

**7.11 Who participated in the drawing up and implementation of these provisions?**

Please state (local or regional authorities, national government, non-governmental institutions, private sector – please state which institutions).

**7.12 Did outside consultants or experts give advice regarding the restructuring and its effects?**

Yes, at the level of senior management / Yes, at the level of the representation of staff/ Yes, at another level / No

**7.13 Were there collective actions/ claims/ strikes by the staff against the restructuring?**

Yes, official action on the initiative of the unions/Yes, non-official action on the initiative of the unions / Yes, actions independent of the unions /No

**7.14 Was a measure intended to prevent collective action or legal opposition in place?**

Yes, a consultative measure/ Yes, recourse to mediation / Yes, arbitration/Yes, a no strike clause/Yes, another measure/No

**7.15 Was legal action taken against the management of the company to prevent the restructuring?**

Yes/No

**7.16 If yes, what was the result?**

Please describe

**8. Overall assessment: assess from various perspectives the results of the restructuring**

**8.1 Did the company succeed in reaching the objectives of the restructuring (e.g. did it survive, has it developed, has it maintained its activities on the site in question / has its activity grown?)**

**8.2 Was its necessary to carry out other actions after the restructuring?**

Yes (please describe)/No

**8.3 Did the staff who lost their jobs manage in general to find new employment?**

Yes (enclose or mention if possible proof of this) / No

- 8.4 What were the effects of the restructuring for the local area or the region (to what extent did new activities develop and were new jobs created to replace the jobs lost)?**
- 8.5 How, in your opinion, would better economic and social results have been obtained (especially in anticipating the restructuring), or harmful effects been avoided?**

## **Appendix 3 – Summary tables**

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ABN Amro Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets <b>Change (refocusing) of business /</b> Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> Workforce increase Closure of business unit Transfer of business unit <b>Relocation (EU/ Asia)</b> Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> <u>Operational /</u> Confictual  Partnership Territorial National European  <u>upstream</u> <u>downstream</u> <b>Negotiation process</b> <u>Procedural</u> <u>Substantial</u> Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> <u>Short/immediate</u> <u>Long/pro-active</u>	<b>On jobs</b> <u>Workforce reduction</u> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks Job losses Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / <u>procedural agreement</u> 2. Measures for individuals <u>Redirection / (re)qualification / training</u> Internal reassignment/mobility Early retirement / retirement <u>Voluntary departure</u> Help in starting a business <u>External redirection</u> Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## ABN Amro Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Netherlands</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Management standards decided in the Netherlands</b>	Structure of the management	Corporate law/ Corporate governance
<b>International</b>		
<b>Relevant information (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through the EWC</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>No</b>	Territorial partnership	Administrative and constitutional law
<b>Expert</b>	Formal/informal network of actors	Commercial law, Labour law

Alcan Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> <u>Operational / Conflictual</u>  Partnership Territorial National European  <u>upstream</u> <u>downstream</u> <b>Negotiation process</b> <u>Procedural</u> <u>Substantial</u> Flexible  <u>Agreement with:</u> Territorial National European  Unilateral process  <b>Implementation</b> <u>Short/immediate</u> <u>Long/pro-active</u>	<b>On jobs</b> <u>Workforce reduction</u> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <u>Job losses</u> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training <u>Internal reassignment / mobility</u> <u>Early retirement / retirement</u> <u>Voluntary departure</u> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> <u>Revitalisation</u> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Alcan Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Canada, Anglo-Saxon countries</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Highly centralised standards of management International</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through WCs, workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Yes</b>	Territorial partnership	Administrative and constitutional law
<b>Yes, experts, local</b>	Formal/informal network of actors	Commercial law, Labour law

Alcatel Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets <b>Change (refocusing) of business /</b> Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) <b>Outsourcing</b> (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity  <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / <b>severance plans</b> / procedural agreement 2. Measures for individuals <b>Redirection / (re)qualification / training</b> Internal reassignment/mobility <b>Early retirement / retirement</b> <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees  <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity <b>Assistance in outsourcing</b> Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Alcatel Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>French culture of negotiation, pressure by closer American ties</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Management standards decided in France (topdown model)</b>	Structure of the management	Corporate law/ Corporate governance
<b>International</b>		
<b>Upstream (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Workers' representatives and EWCs</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>No</b>	Territorial partnership	Administrative and constitutional law
<b>Coordination through local management, workers' representatives and EWCs</b>	Formal/informal network of actors	Commercial law, Labour law

Arcelor Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase <b>Closure of business unit</b> Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Arcelor Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in Belgium</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>French</b>	Culture of the company	Law for workers' representation / CSR
<b>Strong French influence of management and social relations</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>French standards of management</b>	Structure of the management	Corporate law/ Corporate governance
<b>International</b>		
<b>Relevant information (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Powerful Trade Unions actors</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Yes</b>	Territorial partnership	Administrative and constitutional law
<b>Historical shareholder role by Walloon public authorities</b>	Formal/informal network of actors	Commercial law, Labour law

<b>Azucarera Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase <b>Closure of business unit</b> Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement <b>Voluntary departure</b> <b>Help in starting a business</b> External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> <b>Revitalisation</b> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <b>Establishment of networks</b> Site revitalisation Creation of research centre

## Azucarera Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>Good social dialogue in Spain</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Spanish, European influence</b>	Culture of the company	Law for workers' representation / CSR
<b>Good Spanish social dialogue</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Spanish standards of management, national</b>	Structure of the management	Corporate law/ Corporate governance
<b>Relevant information (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through Trade Unions</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Public authorities</b>	Territorial partnership	Administrative and constitutional law
<b>National, European public authorities</b>	Formal/informal network of actors	Commercial law, Labour law

<b>B Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## **B Summary table**

<b>Resources</b>	<b>Culture</b>	<b>Regulations</b>
<b>High quality social dialogue in the Netherlands</b>	<b>Social culture of the Country</b>	Models for professional relationships
American	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in the Netherlands</b>	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Standards of management decided in United States (top down model), International	Structure of the management	Corporate law/ Corporate governance
Upstream (international/community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through the WC	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
No	Territorial partnership	Administrative and constitutional law
Expert	Formal/informal network of actors	Commercial law, Labour law

Celestica Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  <b>Negotiation process</b> Procedural Substantial Flexible  upstream downstream  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks Job losses Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Celestica Summary table

<u>Resources</u>		<u>Regulations</u>
	<b>Culture</b>	
Good social dialogue in France	Social culture of the Country	Models for professional relationships
Canadian	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in France	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
SME without independence	Structure of the management	Corporate law/ Corporate governance
Relevant information (international)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through the EWC	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
No	Territorial partnership	Administrative and constitutional law
No	Formal/informal network of actors	Commercial law, Labour law

Dexia Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets <b>Change (refocusing) of business /</b> Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> <b>Merger</b> Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> <b>Revitalisation</b> <b>Establishment of networks</b> <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Dexia Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>Belgium</b>	<b>Social culture of the Country</b>	Models for professional relationships
Two different types of social dialogue: Belgian-French and Flemish	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in Belgium	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Centralised standards of management	Structure of the management	Corporate law/ Corporate governance
Upstream and downstream (international / community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through workers' representatives	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
Yes	Territorial partnership	Administrative and constitutional law
Yes	Formal/informal network of actors	Commercial law, Labour law

<b>Dinosol Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market <b>Customer demand</b> <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase <b>Closure of business unit</b> Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Confictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / <b>severance plans</b> / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training <b>Internal reassignment/mobility</b> <b>Early retirement / retirement</b> <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing <b>Reorganisation</b>  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <b>Establishment of networks</b> Site revitalisation Creation of research centre

## Dinosol Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
High quality social dialogue in Spain because of the nationality	Social culture of the Country	Models for professional relationships
Good Dutch social dialogue	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in Spain	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Little centralised standards of management International	Structure of the management	Corporate law/ Corporate governance
Upstream and downstream (international / community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through workers' representatives	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
Yes	Territorial partnership	Administrative and constitutional law
Yes informal	Formal/informal network of actors	Commercial law, Labour law

EA Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets <b>Change (refocusing) of business / Establishment of networks</b> <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  <b>Partnership</b> Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## EA Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>International, French tendency</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Top down model</b>	Structure of the management	Corporate law/ Corporate governance
<b>International</b>		
<b>Upstream</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>(international / community)</b>		
<b>Coordination through the WC and EWC</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>weak</b>	Territorial partnership	Administrative and constitutional law
<b>Expert</b>	Formal/informal network of actors	Commercial law, Labour law

F Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictuall  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training <b>Internal reassignment/mobility</b> <b>Early retirement / retirement</b> <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## F Summary table

Resources		Regulations
	<b>Culture</b>	
High quality social dialogue in the Netherlands	<b>Social culture of the Country</b>	Models for professional relationships
Japanese group, Anglo-Saxon influence	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in the Netherlands	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Centralised standards of management (top down model) International	Structure of the management	Corporate law/ Corporate governance
Upstream (international / community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through the WC	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
no	Territorial partnership	Administrative and constitutional law
Expert	Formal/informal network of actors	Commercial law, Labour law

Fehrer Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / <u>International</u> <b>Changes in the market</b> New market <u>Customer demand</u> <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> <u>Product/ Process</u> <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <u>Reduction in costs and technical-economic streamlining of activities</u> Geographical centralising of the markets <u>Search for economies of scale, of implementation and supply costs</u>	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> Workforce increase Closure of business unit Transfer of business unit <u>Relocation (EU/ Asia)</u> Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> <u>Operational / Conflictual</u>  Partnership Territorial National European  upstream downstream  <u>Negotiation process</u> <u>Procedural</u> <u>Substantial</u> Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate <u>Long/pro-active</u>	<b>On jobs</b> <u>Workforce reduction</u> Workforce increase Maintenance of staff with or without <u>adaptation employment conditions</u> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <u>Job losses</u> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <u>Through public policies</u> Sectoral Territorial <u>National</u> European	<b>Measures for workers</b> 1. Collective measures <u>reassignment units/job centre</u> Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals <u>Redirection / (re)qualification / training</u> <u>Internal reassignment/mobility</u> <u>Early retirement / retirement</u> <u>Voluntary departure</u> <u>Help in starting a business</u> <u>External redirection</u> Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> <u>Revitalisation</u> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Fehrer Summary table

<u>Resources</u>		<u>Regulations</u>
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>High quality social dialogue in Germany</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Management standards in collaboration with the workers' representatives International</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream and downstream (international / community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through WCs, workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>no</b>	Territorial partnership	Administrative and constitutional law
<b>Yes, experts</b>	Formal/informal network of actors	Commercial law, Labour law

Fiat Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market <b>Customer demand</b> <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  <b>Partnership</b> <b>Territorial</b> <b>National</b> European  upstream downstream  <b>Negotiation process</b> <b>Procedural</b> <b>Substantial</b> Flexible  <b>Agreement with:</b> <b>Territory</b> <b>National</b> European  Unilateral process  <b>Implementation</b> Short/immediate <u>Long/pro-active</u>	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral <b>Territorial</b> <b>National</b> European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training <u>Internal reassignment/mobility</u> <u>Early retirement / retirement</u> <u>Voluntary departure</u> Help in starting a business <u>External redirection</u> Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> <u>Revitalisation</u> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <u>Establishment of networks</u> Site revitalisation Creation of research centre

## Fiat Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in Italy</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Italian, but becoming closer to American culture</b>	Culture of the company	Law for workers' representation / CSR
<b>Traditionally conflictual social dialogue</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Move from a family model to a top down model</b>	Structure of the management	Corporate law/ Corporate governance
<b>International</b>		
<b>Upstream (international / community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Slight coordination through workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Important local authorities</b>	Territorial partnership	Administrative and constitutional law
<b>Yes, informal</b>	Formal/informal network of actors	Commercial law, Labour law

Finger Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Confictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value <b>Group configuration</b>	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure <b>Help in starting a business</b> <b>External redirection</b> Loaning of employees <b>Measures for the company</b> <b>Expertise</b> <b>Assistance in restarting activity</b> Assistance in outsourcing <b>Reorganisation</b>  <b>Measures for the territory</b> <b>Revitalisation</b> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <b>Establishment of networks</b> <b>Site revitalisation</b> Creation of research centre

## Finger Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>High quality social dialogue in Germany</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Management standards in collaboration with the workers' representatives International</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream and downstream</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Yes</b>	Territorial partnership	Administrative and constitutional law
<b>Yes</b>	Formal/informal network of actors	Commercial law, Labour law

GE Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), <b>Opening of business units</b> (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Confictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## GE Summary table

Resources		Regulations
	<b>Culture</b>	
High quality social dialogue in Germany	<b>Social culture of the Country</b>	Models for professional relationships
American group, Anglo-Saxon culture	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in Germany	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Centralised standards of management	Structure of the management	Corporate law/ Corporate governance
Upstream	Form and place of the company's decision-making	Corporate law and labour law
Attempt at coordination through workers' representatives	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
No	Territorial partnership	Administrative and constitutional law
Yes	Formal/informal network of actors	Commercial law, Labour law

<b>Gisi Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market <b>Customer demand</b> <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  <u>upstream</u> <u>downstream</u>  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial <b>National</b> European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / <b>severance plans / procedural agreement</b> 2. Measures for individuals <b>Redirection / (re)qualification / training</b> <b>Internal reassignment/mobility</b> Early retirement / retirement <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Gisi Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>French</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Centralised standards of management</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream and downstream</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination difficult through the WC and Trade Unions organisations</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>No</b>	Territorial partnership	Administrative and constitutional law
<b>Expert from WC</b>	Formal/informal network of actors	Commercial law, Labour law

IBM Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> Workforce increase Closure of business unit Transfer of business unit <u>Relocation (EU/ Asia)</u> Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> <u>Operational /</u> Confictual  Partnership Territorial National European  <u>upstream</u> <u>downstream</u>  <b>Negotiation process</b> <u>Procedural</u> <u>Substantial</u> Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> <u>Short/immediate</u> <u>Long/pro-active</u>	<b>On jobs</b> <u>Workforce reduction</u> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks Job losses Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / <u>severance plans</u> / procedural agreement 2. Measures for individuals <u>Redirection / (re)qualification / training</u> <u>Internal reassignment/mobility</u> <u>Early retirement / retirement</u> <u>Voluntary departure</u> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## IBM Summary table

Resources		Regulations
	<b>Culture</b>	
High quality French social dialogue	<b>Social culture of the Country</b>	Models for professional relationships
American	Culture of the company	Law for workers' representation / CSR
High quality French social dialogue	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Standards of management decided in United States (top down model) International	Structure of the management	Corporate law/ Corporate governance
Upstream, strong centralisation, rigid (international/community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through unions and bodies representing the workers	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
No	Territorial partnership	Administrative and constitutional law
Expert	Formal/informal network of actors	Commercial law, Labour law

<b>Lejaby Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralisation of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre <b>Collective reassignment / redirection / severance plans / procedural agreement</b> 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility <b>Early retirement / retirement</b> <b>Voluntary departure</b> Help in starting a business <b>External redirection</b> Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Lejaby Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>American</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>International</b>	Structure of the management	Corporate law/ Corporate governance
<b>Decision taken by management without recourse</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Negotiation "against the wall" through the EWC</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>no expert</b>	Territorial partnership	Administrative and constitutional law
	Formal/informal network of actors	Commercial law, Labour law

Novelis Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre <b>Collective reassignment / redirection / severance plans / procedural agreement</b> 2. Measures for individuals <b>Redirection / (re)qualification / training</b> <b>Internal reassignment/mobility</b> <b>Early retirement / retirement</b> <b>Voluntary departure</b> <b>Help in starting a business</b> <b>External redirection</b> Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Novelis Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>American group, Anglo-Saxon culture</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Centralised standards of management</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream, but intervention from the base</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>no</b>	Territorial partnership	Administrative and constitutional law
<b>yes</b>	Formal/informal network of actors	Commercial law, Labour law

RKL Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual Partnership Territorial National European upstream downstream <b>Negotiation process</b> Procedural Substantial Flexible Agreement with: Territory National European Unilateral process <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> <b>Rise in job insecurity</b> <b>On the territory</b> Revitalisation Establishment of networks Job losses Job creation <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## RKL Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Italian culture</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Centralised standards of management</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream, but intervention from the base</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>No</b>	Territorial partnership	Administrative and constitutional law
<b>Yes</b>	Formal/informal network of actors	Commercial law, Labour law

Sabaf Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> <u>Workforce increase</u> Closure of business unit Transfer of business unit <u>Relocation</u> (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  <u>upstream</u> <u>downstream</u>  <b>Negotiation process</b> Procedural Substantial Flexible  <u>Agreement with:</u> Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate <u>Long/pro-active</u>	<b>On jobs</b> Workforce reduction <u>Workforce increase</u> <u>Maintenance of staff</u> with or without <u>adaptation employment conditions</u> Rise in job insecurity <b>On the territory</b> Revitalisation <u>Establishment of networks</u> Job losses <u>Job creation</u>  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training <u>Internal reassignment/mobility</u> Early retirement / retirement <u>Voluntary departure</u> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing <u>Reorganisation</u>  <b>Measures for the territory</b> <u>Revitalisation</u> Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <u>Establishment of networks</u> <u>Site revitalisation</u> Creation of research centre

## Sabaf Summary table

<u>Resources</u>		<u>Regulations</u>
	<b>Culture</b>	
<b>High quality social dialogue in Italy</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Italian</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Italy</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Cooperation (family model)</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream and downstream</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through workers' representatives</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Good involvement of local authorities</b>	Territorial partnership	Administrative and constitutional law
<b>Participation of suppliers</b>	Formal/informal network of actors	Commercial law, Labour law

ST Microelectronics Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation <b>employment conditions</b> Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing <b>Reorganisation</b>  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## ST Microelectronics Summary table

Resources		Regulations
	<b>Culture</b>	
<b>High quality social dialogue in Italy</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>Franco-Italian company</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Italy</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Standards of management: Headquarters at Geneva</b>	Structure of the management	Corporate law/ Corporate governance
<b>Relevant information (international/community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination in Italy through the EWC, but no European response strategy</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>No, no involvement of the territory</b>	Territorial partnership	Administrative and constitutional law
<b>Expert</b>	Formal/informal network of actors	Commercial law, Labour law

Thomson Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets <b>Change (refocusing) of business /</b> Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> <u>Workforce reduction</u> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> <u>Operational /</u> Conflictuall  Partnership Territorial National European  upstream downstream  <u>Negotiation process</u> <u>Procedural</u> <u>Substantial</u> Flexible  <u>Agreement with:</u> Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate <u>Long/pro-active</u>	<b>On jobs</b> <u>Workforce reduction</u> Workforce increase Maintenance of staff with or without adaptation <u>employment conditions</u> <u>Rise in job insecurity</u> <b>On the territory</b> <u>Revitalisation</u> Establishment of networks <u>Job losses</u> <u>Job creation</u>  <b>On the company</b> Creation / closing of business units <u>Loss of value</u> Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / <u>procedural agreement</u> 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility <u>Early retirement / retirement</u> <u>Voluntary departure</u> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <u>Expertise</u> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks <u>Site revitalisation</u> <u>Creation of research centre</u>

## Thomson Summary table

Resources		Regulations
	<b>Culture</b>	
<b>France</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>France ?</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in France</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Top down model</b>	Structure of the management	Corporate law/ Corporate governance
<b>Upstream and downstream</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Coordination through workers' representatives and the WC</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>To a lesser extent, local public authorities</b>	Territorial partnership	Administrative and constitutional law
<b>Expert from WC</b>	Formal/informal network of actors	Commercial law, Labour law

<b>Ugine Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Conflictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> Procedural Substantial Flexible  Agreement with: Territorial National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks Job losses Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## Ugine Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>Belgium</b>	<b>Social culture of the Country</b>	Models for professional relationships
French, Spanish, Luxembourg Group with French dominance	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in Belgium	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Little centralised standards of management International	Structure of the management	Corporate law/ Corporate governance
Upstream and downstream (International / community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through workers' representatives and tripartite dialogue	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
Yes	Territorial partnership	Administrative and constitutional law
Yes	Formal/informal network of actors	Commercial law, Labour law

V Analytical Matrix						
Context		Processes		Impact		
Economic and financial rationality	Objectives pursued	Operation (form)	Implementation	Effects	Financing	Support
<b>Competitive pressure</b> National / International <b>Changes in the market</b> New market Customer demand <b>Reaction to an economic shock</b> <b>Technological change/innovation</b> Product/ Process <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law <b>Compliance with legal obligations</b> <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks <b>Search for profitability</b> Acquisition Stock market value <b>Expansion strategy</b> External growth Internationalisation <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets <b>Search for economies of scale, of implementation and supply costs</b>	<b>Change in the organisation of the company</b> <b>Workforce reduction</b> Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international) <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b> <b>Consultation process</b> Operational / Confictual  Partnership Territorial National European  upstream downstream  <b>Negotiation process</b> <b>Procedural</b> Substantial Flexible  Agreement with: Territory National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> <b>Workforce reduction</b> Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity <b>On the territory</b> Revitalisation Establishment of networks <b>Job losses</b> Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b> <b>Through public policies</b> Sectoral Territorial National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement <b>Voluntary departure</b> Help in starting a business External redirection Loaning of employees <b>Measures for the company</b> <b>Expertise</b> Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) Establishment of networks Site revitalisation Creation of research centre

## V Summary table

Resources		Regulations
	<b>Culture</b>	
Social dialogue which could have been high since Dutch nationality, but EW at Frankfurt	Social culture of the Country	Models for professional relationships
American group, Anglo-Saxon culture	Culture of the company	Law for workers' representation / CSR
High quality social dialogue in The Netherlands	Local culture	
	<b>Enterprise</b>	
Multi-national/transnational/global/emerging	Degree of company or group internationalisation	Corporate law/Community law
Little centralised standards of management International	Structure of the management	Corporate law/ Corporate governance
Upstream (International / community)	Form and place of the company's decision-making	Corporate law and labour law
Coordination through the WC	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
No	Territorial partnership	Administrative and constitutional law
Expert	Formal/informal network of actors	Commercial law, Labour law

<b>Zwickau Analytical Matrix</b>						
<b>Context</b>		<b>Processes</b>		<b>Impact</b>		
<b>Economic and financial rationality</b>	<b>Objectives pursued</b>	<b>Operation (form)</b>	<b>Implementation</b>	<b>Effects</b>	<b>Financing</b>	<b>Support</b>
<b>Competitive pressure</b> National / International  <b>Changes in the market</b> New market Customer demand  <b>Reaction to an economic shock</b>  <b>Technological change/innovation</b> Product/ Process  <b>Change in the political or institutional framework</b> trade policy, Industrial policy Competition law  <b>Compliance with legal obligations</b>  <b>Shareholder value</b>	<b>Changes in activity</b> Products / Services / Markets Change (refocusing) of business / Establishment of networks  <b>Search for profitability</b> Acquisition Stock market value  <b>Expansion strategy</b> External growth Internationalisation  <b>Reduction in costs and technical-economic streamlining of activities</b> Geographical centralising of the markets Search for economies of scale, of implementation and supply costs	<b>Change in the organisation of the company</b> Workforce reduction Workforce increase Closure of business unit Transfer of business unit Relocation (EU/ Asia) Sub-contracting: (national / international), Opening of business units (national, EU, outside EU) Outsourcing (national / international)  <b>Change in legal structure of the company</b> Merger Transfer Acquisition Concentration Bankruptcy  <b>Substantial change in the structure of the capital</b> Change in majority Takeover / exchange bid Change in effective control	<b>Unilateral information</b>  <b>Consultation process</b> Operational / Conflictual  <u>Partnership</u> <u>Territorial</u> National European  <u>upstream</u> downstream  <b>Negotiation process</b> Procedural <u>Substantial</u> Flexible  <u>Agreement with:</u> <u>Territory</u> National European  Unilateral process  <b>Implementation</b> Short/immediate Long/pro-active	<b>On jobs</b> Workforce reduction Workforce increase Maintenance of staff with or without adaptation employment conditions Rise in job insecurity  <b>On the territory</b> Revitalisation <u>Establishment of networks</u> Job losses Job creation  <b>On the company</b> Creation / closing of business units Loss of value Group configuration	<b>By the company</b>  <b>Through public policies</b> <u>Sectoral</u> <u>Territorial</u> National European	<b>Measures for workers</b> 1. Collective measures reassignment units/job centre Collective reassignment / redirection / severance plans / procedural agreement 2. Measures for individuals Redirection / (re)qualification / training Internal reassignment/mobility Early retirement / retirement Voluntary departure Help in starting a business External redirection Loaning of employees  <b>Measures for the company</b> Expertise Assistance in restarting activity Assistance in outsourcing Reorganisation  <b>Measures for the territory</b> Revitalisation Creation of specialised institutions (job centre, foundation, transfertgesellschaft) <u>Establishment of networks</u> Site revitalisation Creation of research centre

## Zwickau Summary table

<b>Resources</b>		<b>Regulations</b>
	<b>Culture</b>	
<b>High quality social dialogue in Germany</b>	<b>Social culture of the Country</b>	Models for professional relationships
<b>German</b>	Culture of the company	Law for workers' representation / CSR
<b>High quality social dialogue in Germany</b>	Local culture	
	<b>Enterprise</b>	
<b>Multi-national/transnational/global/emerging</b>	Degree of company or group internationalisation	Corporate law/Community law
<b>Fairly centralised</b>	Structure of the management	Corporate law/ Corporate governance
<b>Relevant information (International / community)</b>	Form and place of the company's decision-making	Corporate law and labour law
<b>Strong Trade Unions (IG Metall)</b>	Coordination of workers' representatives (unions, EWC, WC)	Labour law, community law
	<b>Partnerships</b>	
<b>Association</b>	Territorial partnership	Administrative and constitutional law
<b>Yes, european funds, Trade Unions</b>	Formal/informal network of actors	Commercial law, Labour law